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ABSTRACT

This annual report details the accomplishments of the American School Food Service Association (ASFSA) for 1998-1999. The report uses the format of a student's class schedule. Following "morning announcements" from the ASFSA president and executive director, major accomplishments are presented in each "class period." These accomplishments include: (1) introduction of a new Service Center to answer members' questions; (2) debut of the School Foodservice & Nutrition Specialist Credentialing Exam; (3) revision of the certification program; (4) relocation of ASFSA headquarters to different offices; (5) completion of three studies to assess members' needs, program and industry trends, and the ASFSA's educational products and services; and (6) passing the William F. Goodling Nutrition Reauthorization Act, due in part to ASFSA's lobbying and education efforts. Also included in the report are the ASFSA's budgets and information on operating revenue and expense trends for 1997 and 1998. (KB)

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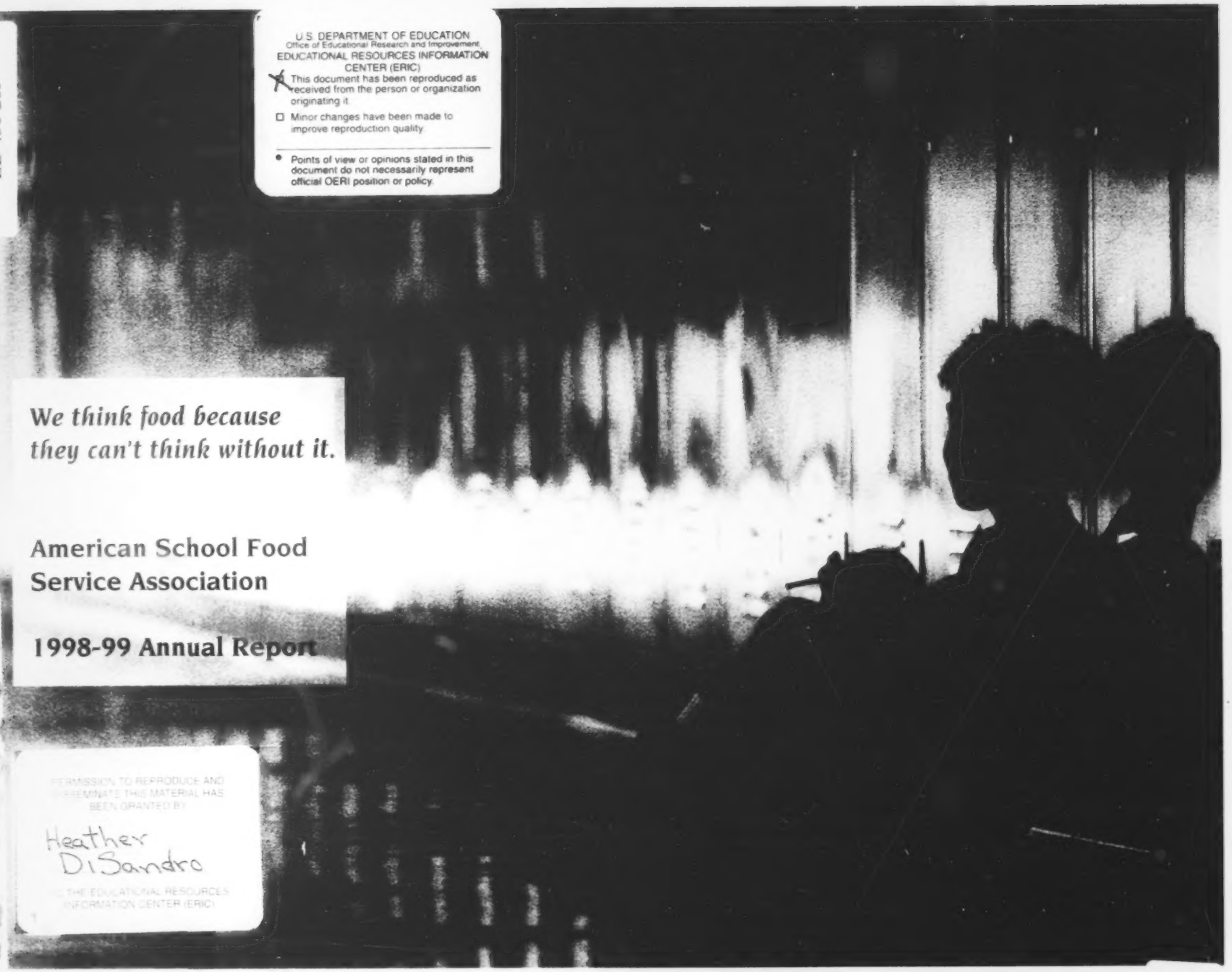

We think food because they can't think without it.

American School Food Service Association

1998-99 Annual Report

PS 031333

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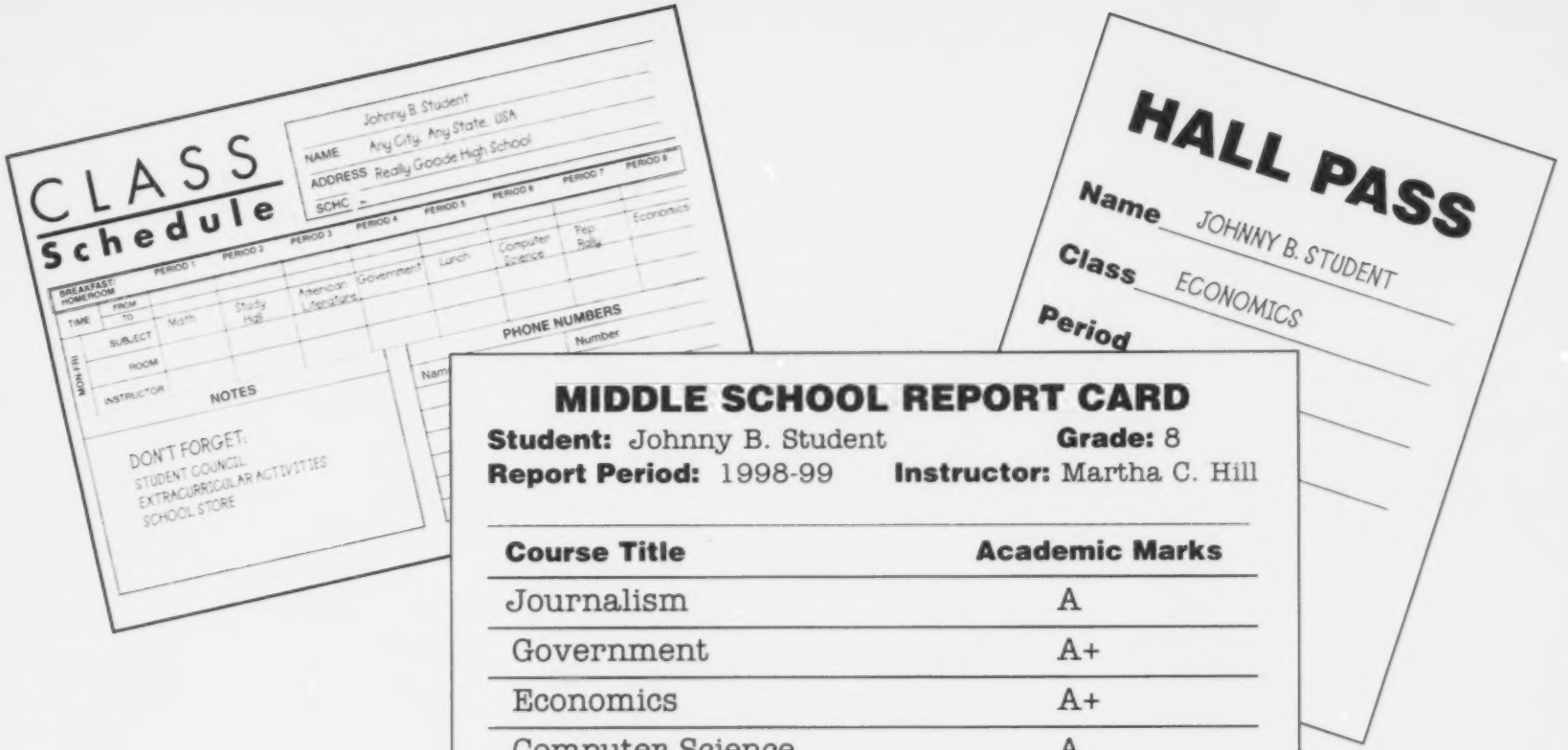

MIDDLE SCHOOL REPORT CARD

Student: Johnny B. Student **Grade:** 8
Report Period: 1998-99 **Instructor:** Martha C. Hill

Course Title	Academic Marks
Journalism	A
Government	A+
Economics	A+
Computer Science	A
Study Hall	S
Student Council	S

Comments: I am privileged to have shared this past year with you. Thank you for making this year so special!

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Homeroom - Morning Announcements

Remember those last days of summer, filled with shopping for school clothes, buying new supplies, and trying to get to bed at a reasonable hour to prepare yourself for that first day? No sooner did our heads hit the pillow than the alarm rang and another school year blazed over the horizon. Some things never change!

So rise and shine! Today, faces are still scrubbed, coats are slipped on, backpacks are grabbed, and more than 45.6 million students descend upon those hallowed halls of education. It's time to head back to school!

It's also time to recap the wonderfully successful year ASFSA had and to celebrate the many accomplishments and goals that were attained throughout the year. Many were integral features of the first year of our 1998-2001 Strategic Plan and several more were new ideas that eventually became realities. A lot of inspiration, research and energy went into these new ideas in preparation for bringing ASFSA on the verge of a new century. As Abraham Lincoln said, "If I had eight hours to chop down a tree, I'd spend six hours sharpening my ax." And we've done just that.

We've prepared the way for a new Service Center, a new credentialing exam, a new headquarters location, a revision of our certification program, a larger presence on Capitol Hill, and a bigger and better Internet resource. We're prepared to hit the ground running into the year 2000 and we've done it for ASFSA's members to better serve our nation's most valuable resource—its children.

We had a demanding class schedule this year, but all boasting aside, our report card is one you can be proud of. Take a look at how ASFSA made the grade:

- A **Service Center** was introduced in late spring to better serve our members and to ensure that their needs are met with accuracy and timeliness. Calls are directed through the Service Center where certain staff members are bilingual. The Service Center staff are able to answer more than eighty percent of callers' questions.
- Two major advances in ASFSA's ongoing commitment to education and career development took place last year. The **School Foodservice & Nutrition Specialist (SFNS) Credentialing Exam** made its debut and 52 people earned the official recognition for being experts in their field. Equally as important to career development was the revision of the certification program. More streamlined and better-suited for our members, the redesigned program also included moving the processing functions directly to national.
- And speaking of moving, the relocation of ASFSA Headquarters to different offices will keep us busy this September. Our new location will be easily accessible and more central to the heart of Old Town Alexandria.
- ASFSA certainly did its homework over the past year in the form of three critical studies that were conducted to give us a better handle on members' needs, program and industry trends, and our educational products and services. A **Member Assessment Study, an Operations Survey, and a Technology Study** by the School Food Service Foundation will prove most beneficial as we prepare to welcome in the new century.
- The **William F. Goodling Nutrition Reauthorization Act** was signed into law last October, due, in large part, to the lobbying and education efforts of ASFSA members and staff. Even after this act was signed, influencing Capitol Hill remained a priority as efforts were stepped up to secure funding for the School Breakfast Research Pilot and have it included in the Administration's FY2000 budget. Five ASFSA members served on the Commodity Ordering Reinvention team, where they were instrumental in examining the current system and developing ways to improve it. Since preparing for the future remains crucial to the success of our programs, a blue-ribbon task force comprised of ASFSA leaders stepped up to the plate and created a long-range legislative agenda for the Association.
- "Leaps and bounds" is the only way to describe the progress in ASFSA's Web site, its usage by and necessity to our members. The ASFSA Connection subscriptions have increased to almost 900 and the Web site now includes such advantageous and well-received features as discussion boards and on-line educational programs. And in order to evaluate concerns about the impact of Y2K, a panel of school foodservice and industry members developed a checklist of issues to use in assessing exposure and areas where safeguards need to be built.

Our report card also could show the "A" for effort that was put forth every step of the way last year. Education is a lifelong process. We learn from experience, we learn from the experts, and we learn from each other, which is why ASFSA is so valuable to the school nutrition profession and to all of us. While we reflect on our achievements and celebrate healthy successes, we also can look to the future and anticipate what the new century has in store for each of us and the services we provide.

Martha Hill

Martha Hill, SFNS
ASFSA President

Barbara S. Borschow

Barbara S. Borschow, C.A.E.
Executive Director

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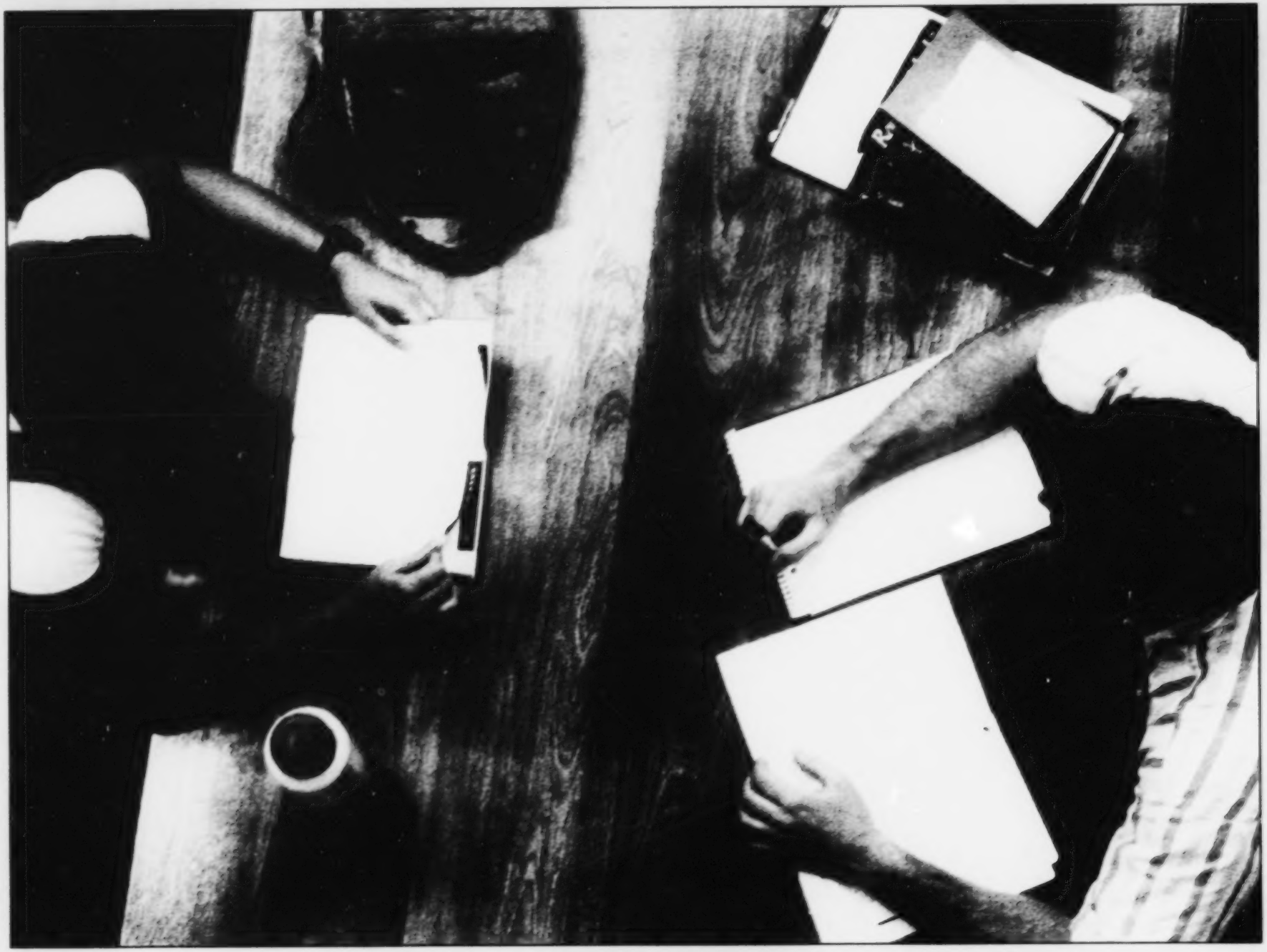

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1st Period - Study Hall

Education is not preparation for life; education is life itself.
— John Dewey

Preparedness is the key to achievement. Without it, dreams can't become realities and goals fall short of success. Hence the philosophy behind ASFSA's mission to offer members the opportunity to continue their professional development and perform their jobs at the highest level while providing healthful meals to children. ASFSA strives to offer the most up-to-date and effective training programs and tools to better prepare school foodservice professionals for the future. This became the basis for the extensive research behind and implementation of the School Foodservice & Nutrition Specialist (SFNS) Credentialing Exam. Credentialing is a rigorous, more formalized avenue for professional recognition and is targeted at school foodservice directors and administrators.

The inaugural credentialing exam took place in Tampa at Industry Seminar and resulted in 52 people earning the distinguished SFNS credential. This recognition of excellence became another rung on the ladder to achieving personal as well as professional goals. The second exam will be given this July at the Annual National Conference (ANC) and will continue to be offered at these two meetings each year. Plans are being made to offer the exam at more regional, and therefore more accessible, locations.

Just like a report card, certification demonstrates what the student has accomplished. It provides professionalism on the job and formal recognition of achievement. It allows employees to live up to their full potential. Just as the school foodservice profession has changed throughout the years — in technology, nutrition standards, customer demands—so has the school foodservice professional. ASFSA has kept abreast of those changes and listened to its members who felt the certification program had grown too complex and awkward. After careful study, members' comments, a task force's input, and a consultant's recommendations, a redesigned certification program was launched at last year's ANC and implemented throughout 1998-99. Last year, certification processing moved from the state level directly to national headquarters in order to improve the process's uniformity and continuity. This plan should be completely phased in by January 2000.

Registering for new courses is half the fun of anticipating what will be taught and what will be learned. Fine arts *or* computer science? Statistics *or* creative writing? Now You're Cooking *or* Target Your Market? Last year, the School Food Service Foundation (SFSF) continued to enhance ASFSA's educational programs based on the *Keys to Excellence: Standards of Practice for Nutrition Integrity*, which concentrates its knowledge areas in Administration, Nutrition, Operations, and Communications/Marketing. The programs remain well-received and have provided several avenues for personal and professional improvement.

⇨ In an effort to better understand the needs, perceptions, and usage patterns of its educational products and services, SFSF mailed an Education/Technology Survey to approximately 3,500 ASFSA members and alumni of SFSF professional development programs. The survey, mailed in November, produced good returns and a report was issued in January 1999.

⇨ Four *Target Your Market (TYM)* modules—the four-hour Manager's module and three unique two-hour Specialty modules—were made available through the Emporium.

⇨ New additions and changes will define *Trimming the Fat (TTF) Online*. Incorporation of a new login screen, creation of an improved evaluation method, and placement of a menu planning session into the online tutorial will be completed this year. Results from a survey mailed to TTF software users indicated the need to upgrade the software and make it compatible with a Windows 95 platform.

⇨ Completion of *Meeting the Challenge (MTC)* software will enable users to "plug-in" their financial information, calculate revenues, break-even points and program costs, and produce valuable financial data printouts.

SFSF staff continues to assist members in setting up MTC workshops across the country.

- Fourteen *Now You're Cooking* State Training Grants sponsored by the California Prune Board were extended last year. The grants ensured that there's a qualified pool of trainers to teach the seven-hour, hands-on culinary cooking class.

- *Healthy EDGE 2000* Regional Training Grants were extended to each ASFSA region through the regional director. Regional training occurred in the Northeast, Mideast, Southeast, Midwest, and Southwest regions. To date, more than 1,300 people have taken the 10-hour Healthy EDGE 2000 workshops. Currently under development is a Spanish version of the menu-planning program, as well as a multimedia version. By the end of this year, people will be able to take Healthy EDGE 2000 via the Internet.

- More than 90 requests for setting up *Serving It Safe (SIS)* workshops were responded to by SFSF staff. Acknowledgment letters were sent to all SIS trainers along with a copy of the Policy and Procedures with workshop guidelines. The new SIS video became available through the Emporium.

The three scholarship programs administered by SFSF assisted school foodservice professionals in furthering their education in other arenas. One new partnership will assist ASFSA members pursuing master's level degrees in child nutrition or a school foodservice-related field. Cres-Cor has agreed to provide additional funding to the Professional Growth Scholarship Program through a royalty initiative. A donation will be made to SFSF for each Cres Cor unit sold between April and September 1999 and will continue to support this scholarship program.

Good things do come in small "packets," as proven by the additional scholarship program that Heinz USA has offered SFSF as a result of increased case sales of the school foodservice single-serve ketchup packet. This brought the total to five scholarships, valued at $2,500 each, that Heinz USA is funding and it has agreed to continue the scholarship program through next year.

While in the past Tony's Food Service's primary commitment remained in awarding financial support to students engaged in classroom learning, this year Distance Learning students will enjoy the same potential benefit.

2nd Period - Journalism

Ah, the school paper, the yearbook, the literary magazine. Isn't it usually the creative thinkers and free spirits who produce these in your school? Aren't they the ones who take the surveys, do the research, write the articles, take the pictures, and generally keep the school up to date on what's happening? Their products become the necessary vehicles for keeping everyone informed and in touch with what's important, interesting, or just plain fun at school—not unlike the products ASFSA produces for its members throughout the year.

School Foodservice & Nutrition continued to uphold its award-winning reputation last year by receiving the Certificate of Achievement from the American Society of Association Executives Gold Circle Awards competition among hundreds of entries. Advertising in ASFSA's prestigious publication continued to help maintain an already financially sound association. Because of previous years' increases in advertising revenue and, subsequently, the size of the magazine, new columns were added this past year, articles focusing on different membership segments and helping to keep reader interest and enthusiasm at an all-time high.

The magazine also partnered with the Association of School Business Officials' *School Business Affairs* to publish four articles on ASFSA's new credentialing and certification programs, the future of school foodservice, food allergies and media relations. These appeared in the December 1998 issue of *School Business Affairs*. This wonderful opportunity built awareness by school business officials of school foodservice programs and assisted partnerships at the school level.

ASFSA's *The Journal of Child Nutrition & Management* welcomed a new editor last year. Jeannie Sneed, PhD, RD, guides *The Journal* in its dissemination of research findings and other relevant information applicable to school foodservice. Dr. Sneed is an associate professor and director of the School of Family and Consumer Studies at Kent State University and has been involved with school foodservice for many years.

All publications, Web sites and public awareness efforts of the Association played a role in maintaining positive and progressive insight into school foodservice programs.

✏ Campaigns like the second Back to School national media outreach program resulted in *16 million* people hearing about new and exciting nutritious school meals.

✏ ASFSA developed and sent a public relations turnkey kit to all director members and states. This resource kit helped strengthen the public understanding and appreciation of school foodservice and nutrition programs.

✏ The National School Breakfast Week (NSBW) partnership with The Post Cereal Company resulted in 29 million people learning about the importance of children eating a healthy breakfast and a school's role in ensuring this. This year's NSBW theme "Jump Start Your Day with School Breakfast" created tremendous interest and energy and encouraged participation in this fun-filled week.

✏ ASFSA assisted *Consumer Reports* magazine in producing a positive story about school meal programs.

✏ ASFSA launched banner advertising on its Web site that will help support and enhance this ever-growing and critical tool for its members.

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3rd Period - Government

Government classes are an essential part of any school's curriculum. In this day and age it becomes increasingly important that students learn not only how their government functions, but also how governments operate on different levels and in different countries. It's to students' advantage if they learn that their future jobs are affected by decisions made on local, state and national levels. It's also to their advantage when they learn that *they* can make a difference in those decisions. No finer example of that would be the successful grassroots lobbying efforts of ASFSA and its members this past year.

Due to these strong lobbying and education efforts, the William F. Goodling Child Nutrition and Women, Infants and Children (WIC) Reauthorization Act of 1998 passed in the House by a vote of 383 to 1 and passed unanimously in the Senate. President Clinton signed the legislation into law in October. This is a sizable victory for ASFSA members:

- It expands the After-School Snack Program by lifting the age and date restrictions that had been in place. With this change, schools are now permitted to offer after-school snacks under the NSLP to students up to the age of 18.
- Also, it authorizes the Meals for Achievement School Breakfast Research Pilot in up to six school districts. If funded, this pilot would allow participating districts to offer free breakfasts to their elementary school students for a three-year period. Studies would then determine whether inclusion of breakfast improved academic scores and classroom behavior.

Almost as soon as the president signed the reauthorization bill into law, ASFSA began to secure implementation of the snack expansion and funding for the breakfast pilots.

The first step was to lobby the Administration for inclusion of funds in the president's FY2000 budget. The message got through and President Clinton called for $13 million in funding for the pilot.

The next step was to educate the members of the House and Senate Appropriations Committees to include funding in its FY2000 bills. LAC attendees began lobbying their representatives on the Hill to contact key members of the Appropriations Committees and urge them to fund the breakfast pilot. Many letters were written and contacts made right on the spot. ASFSA President Martha Hill also made a strong case for funding the pilot during her testimony before the Senate Agriculture Committee in March.

In mid-May, the House Agriculture Committee passed the FY2000 Appropriations bill. Funding for the School Breakfast Research project was not included. However, the Senate Appropriations Committee did include the funds in its version of the bill. At this report's press time, the schedule for action on the Senate floor and subsequent conference committee were unsure.

Long-range Goals

As every experienced educator knows, the key to progressive thinking and action in the classroom depends largely on the lesson plans made in advance of the actual teaching. Establishing long-range goals has a direct correlation to accomplishing them. That is why in November, a distinguished group of ASFSA leaders—including several past presidents—met at headquarters to discuss long-range legislative goals. The task force developed a lengthy list of recommendations, which they submitted to the Public Policy and Legislative Committee (PPL). In turn, this Committee refined these recommendations and presented them to the Executive Board in time for the final results to be announced at ANC.

Commodities—the mere mention of the word in school foodservice arenas brought conversation to a halt. Although the benefits of commodities to school foodservice generally outweigh the problems, it has become increasingly difficult for ASFSA members to effectively use the Commodity Distribution Program. Based on the concerns of school foodservice professionals, Food and Nutrition Undersecretary Shirley Watkins and other members of the Commodity Improvement Council sought to overhaul and reinvent the program. Thus the Commodity Ordering Reinvention (CORE) team and the Commodity Holds and Recalls Term (CHART) on food safety were established. Both of these reengineering teams included ASFSA members and they took leading roles in examining the system and defining a new one.

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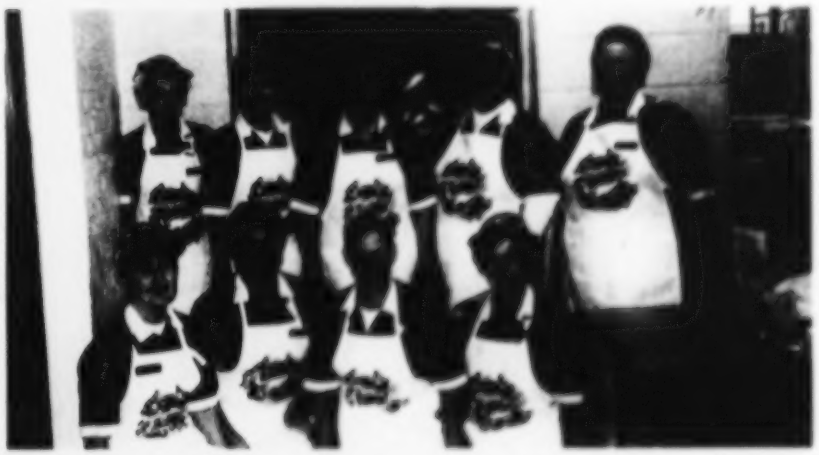
4th Period - Lunch

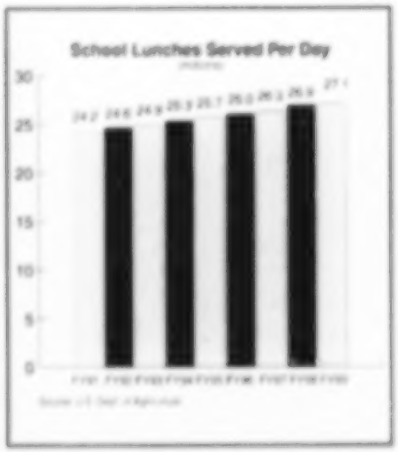
Decorations, dress-up and dancing marked the days of National School Lunch Week.

"Creative and fun" is how many members described their participation in this year's NSLW.

Poodle skirts, saddle shoes, and '50s music helped make this year's NSLW theme, "School Lunch - It's a Hit!" a huge success.



"School Lunch - It's a Hit!" aprons were one of the many Emporium products that ASFSA members used to help celebrate NSLW.



For the 17th year in a row, NSLP participation has followed the growing trend of increased school enrollment.

This year marked the 3rd annual "Take Your Family to Lunch Day."

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5th Period - Computer Science

A-B-C, 1-2-3, hard drive, gigabytes, World Wide Web. The only thing faster than the constant change in computers is this generation's ability for mastering the latest languages and programs. Nowadays, it's not unusual to see first graders comfortably surfing the Internet, and oftentimes it's the high schoolers who can solve the most complex of computer problems.

In order to keep its members on the cutting edge of the latest information and changes that affect them on a day-to-day basis, ASFSA provides a resourceful Web site (http://www.asfsa.org) on the Internet. The World Wide Web has become an integral factor in accessing information, and the figures show that people are needing and using it. In 1998 more than 100,000 people visited ASFSA's public and private Web sites. Subscriptions to *The ASFSA Connection* increased to almost 900, and by the end of the first quarter in 1999, total visits reached more than 67,000—two-thirds of last year's total visits. Typically, the most popular and often-visited ASFSA Web pages provided up-to-date information about meetings (LAC, ANC, Industry Seminar), promotional events (NSLW, NSBW), and the media (Press Room).

The days of old-fashioned note passing in school have been replaced. Electronic communications are the norm—quick, easy, and convenient. That includes the three new discussion boards on *The ASFSA Connection*. These electronic discussions provide networking opportunities for school foodservice employees while at the same time allow for expression of opinions and information dissemination on topics like centralized kitchens, commercialization, and certification and credentialing.

This year, Web advertising was introduced as a means of defraying maintenance costs to keep prices low for *Connection* subscribers. Ads were placed on the public Web site pages where non-subscribers also can benefit from the wealth of information that is provided on a daily basis.

With the assistance of ASFSA staff dieticians and *School Foodservice & Nutrition* magazine, we posted family-sized versions of school cafeteria recipe favorites to attract the public to ASFSA's site. Now children can bring their favorites from the cafeteria table home to the dinner table.

Taking its cue from school announcements that are broadcast over loudspeakers each day, ASFSA has developed its own way of keeping its "listening" audience tuned in. Members who could not attend meetings throughout the year now can hear the keynote speakers thanks to the web's audio technology. Speeches are converted to Real Audio so members won't miss a thing.

One of the most critical services that subscribers receive from *The ASFSA Connection* is access to the latest, up-to-the-minute information. For example, last year when several food safety scares threatened the reputation of school foodservice, ASFSA was able to notify *Connection* subscribers instantly through its e-mail lists. School foodservice directors had ample time to prepare for media and community inquiries.

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6th period - Pep Rally

"Give me an A, give me an S, give me an F, give me an S, give me an A!"

The energy, excitement, and enthusiasm generated at a school's pep rally cannot be underestimated. This extracurricular event is highly anticipated by all students and results in a rejuvenation of spirit and camaraderie every time one is held. The same can be said for ASFSA's annual meetings. At each conference the exchange of information, the high-quality education sessions and the opportunity to network provide members with a wealth of knowledge that they take back and offer their schools. 1998-99's meetings proved no exception.

- "Maximizing Results Through Partnerships" commanded the attention of every attendee at January's Industry Seminar held in sunny Tampa, Fla. Through riveting general sessions, informative breakout discussions and even during networking nutrition breaks, members were constantly generating new ideas and opportunities for partnership. The thought-provoking speakers wove a common thread throughout the conference of "putting kids first." This philosophy was reiterated when the first-ever panel of students—ranging in ages from 7 to 18 years—candidly shared their opinions and appraisals of school meals. This eagerly anticipated panel was a popular addition to the conference.

  Modern technology defined this year's Industry Seminar with the introduction of a wireless audio response system, which allowed attendees to fully participate in the program. The audience recorded their responses to a variety of questions—and the results were instantly tabulated and posted on a large screen at the front of the room.

- A collection of capital victories was celebrated in Washington this year at the annual Legislative Action Conference (LAC). Nearly 700 members attended this meeting, which helped create supportive relationships between foodservice professionals and legislators, government officials, and industry. LAC '99 presented the prime opportunity for ASFSA members to bring to the attention of the nation's representatives and other government officials the issues and policies affecting the school foodservice industry and ultimately their impact on the children served. This year, two such top priorities were offshoots of last year's child nutrition reauthorization bill—securing funding for the School Breakfast Research Pilot and for the Nutrition Education and Training Program (NET). Members who attended LAC enjoyed the "busyness" and the business on Capitol Hill as they successfully brought school nutrition messages to several of their own senators and representatives.

- This year's Major City/District Directors and Supervisors Meeting reinforced the concept of partnerships, the connection that is so critical to the workforce today. "Negotiating: The Vital Link" was the theme for this year's conference, which provided critical tools for decisionmaking, problem-solving, and conflict resolution. Attendees learned skills for all facets of successful negotiations—everything from contracts to employee problems to the labor cost explosion was discussed and analyzed by experts in the field. Members left Chicago with a renewed sense of empowerment to meet their challenges head-on and create win-win solutions.

- ASFSA's 53rd Annual National Conference promises to reach new heights and allow attendees to celebrate healthy successes into the next century. Richard Simmons will literally kick off this action-packed conference, as he entertains and enlightens everyone to the benefits of healthy living, exercise, and eating. Following Richard Simmons, a host of other inspirational keynote speakers—including Bob Love, former Chicago Bulls basketball player, Dr. Charles Petty, and Crystal A. Kuykendall—will leave audiences touched by their dramatic and inspiring life experiences. Attendees will be able to take part in more than 75 quality education sessions focusing on school nutrition programs, as well as several preconference training sessions, regional networking meetings, poster sessions, and technology and culinary demonstrations. Not a short order for the mile-high city!

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7th period - Student Council

A school's student council supports a variety of services, but most importantly it serves the needs of the student body. A student can be easily overwhelmed on the first day at a new school. Everything from working the right locker combination to finding new friends to sit with at the lunch table can become a monumental challenge. It certainly helps to have other students who know the ropes—who can lend a hand and pave the way for the new kids to achieve wonderful successes. That's just the type of service that ASFSA likes to provide through its many programs—dedicated to serving its valuable members and connecting them with students, with industry, and with each other.

Join the Club!

Given its financial success last year, ASFSA wanted to give something back to the state affiliates and to help them—hence the birth of the state brochure minigrant program. Throughout the years, ASFSA has found that many states do not have membership brochures or have been unable to produce them without financial assistance. This year, ASFSA offered grants up to $2,000 for production of professional quality brochures that will promote the benefits of ASFSA and state and local association membership.

After-school clubs serve many purposes, but the most important ones are to get students involved with their school and to serve as an outlet for a multitude of student interests and talents. Such is the case with the ASFSA STAR Club. This on-going recruitment program encourages current members to recruit and sponsor colleagues to become new members of ASFSA. Today, there are more than 1,800 members of the STAR Club—probably the largest after-school club ever!

The number of Nutrition Advisory Councils (NAC) continues to increase every year. 1998-99 saw the total number of nationally chartered NAC's rise to 500 from 464 the previous year. The ever-popular NAC art contest drew 87 entries, with submissions from 37 states. Entries to the NAC of the Year Awards Program were also on the rise, with a five percent increase from 166 to 175.

Strength in Numbers

In an effort to better serve its members and to increase membership year after year, ASFSA contracted with an independent consulting group to complete a membership assessment. All membership information—including policies, procedures, statistics, reports, brochures, and research conducted in the past few years—is being analyzed. Interviews with state leaders, as well as focus groups conducted at the National Leadership Conference, has aided the consultants in making determinations about membership and how to help those numbers increase. A final report will be completed after this annual report is published.

And speaking of numbers, the "Team Up for Healthy Successes" Membership Campaign proved successful last year. Membership did see a steady increase as the year came to an end with a total of 10,746 new members joining by this report's press time.

ASFSA continues to build relationships with representatives from industry. Industry membership reached an all-time high with 520 members (268 corporate and 252 individual industry members), 32 of whom are also Patrons.

The School Store

Remember the school store—the chance to gaze upon the rows of new pencils and erasers, the stacks of fresh notebook paper, and the cool, zippered pouches in which to keep all your new stuff? Remember putting your change on the counter and walking away with a renewed sense of accomplishment—all ready and prepared to tackle that spelling test? Feelings like that aren't left behind in childhood. It is just as much fun and easy to rekindle those feelings in a school foodservice setting.

ASFSA's Emporium catalog offered its largest array of promotional and educational items than ever before with sales for FY 98-99 totaling $500,000. Pins, hats, t-shirts, aprons, banners, stickers, posters, jewelry—the list goes on and on—are available to enhance and promote special events, as well as good nutrition and healthy eating habits. Sales for National School Breakfast Week products alone were up by $40,000 from last year. ASFSA staff has continued its efforts to provide members with the newest designs and the latest in career management and personal development materials.

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8th period - Economics

BALANCE SHEET (July 31, 1998 and 1997)

ASSETS	1998	1997
Current Assets		
Cash and cash equivalents	$1,001,179	$638,671
Investment in marketable securities	2,693,869	1,980,044
Accounts receivable, less allowance for doubtful accounts of $75,000 in 1998 and 1997	418,843	240,683
Accrued interest	2,765	5,129
Prepaid and deferred expenses	80,581	119,944
Due from School Food Service Foundation	70,088	17,975
Total Current Assets	4,267,325	3,002,376
Property and Equipment		
Furniture, fixtures and equipment	971,683	912,936
Less allowances for depreciation	(649,426)	(480,998)
	322,257	431,938
Other Assets		
Deposits	0	1,000
Deferred compensation plans	97,654	66,392
	97,654	67,392
	4,687,236	3,501,086

LIABILITIES AND NET ASSETS	1998	1997
Current Liabilities		
Accounts payable	$169,428	$218,648
Accrued expenses	73,933	65,564
Provision for income taxes	159,833	50,960
Deferred revenue	1,107,666	980,700
Total Current Liabilities	1,510,860	1,315,392
Deferred Compensation Benefits	97,654	66,392
Accrued Rent Expense	93,600	161,861
Net Assets		
Temporarily restricted	401,800	205,559
Unrestricted	2,573,320	1,752,072
	2,985,020	1,957,631
	4,687,134	3,501,086

STATEMENT OF REVENUE AND EXPENSES (July 31, 1998 and 1997)

	1998	1997
Revenues		
Administrative	$242,765	$312,936
Membership	1,401,398	1,446,936
Education	36,939	134,181
Patrons	191,750	135,775
Connection	93,254	111,266
Marketing Member Services	232,472	0
Communications	1,998,848	1,484,339
Annual National Conference	2,504,926	2,366,492
Industry Seminar	265,895	231,555
Legislative Action Conference	228,470	199,068
Major City Meeting	63,856	51,736
Other meetings	46,669	47,013
Emporium	337,812	372,677
Legislative services	8,878	10,680
TOTAL REVENUE	7,653,938	6,894,684
Expenses		
Administrative	989,362	1,087,471
Membership	419,191	540,521
Education	187,096	167,096
Patrons	191,750	135,775
Connection	78,036	74,216
Marketing Member Services	172,122	0
Communications	1,635,151	1,439,396
Annual National Conference	1,309,677	1,289,864
Industry Seminar	138,285	129,801
Legislative Action Conference	192,738	133,488
Major City Meeting	31,984	33,289
Committees	72,258	47,773
Other meetings	23,773	37,634
Emporium	181,136	550,075
Legislative services	161,517	130,801
Awards program	9,985	16,069
Allied organization activities	23,160	20,075
House of Delegates	7,287	12,965
Executive Board	185,199	239,421
TOTAL OPERATING EXPENSES	6,169,707	6,280,123
Provision for Income Taxes	(202,683)	(50,960)
Capital expenditures	(168,432)	(165,277)
Certification Credentialing	(58,151)	(26,683)
Membership promotion	(460)	(3,333)
Strategic planning meeting	(27,116)	(15,023)
NET DESIGNATED BOARD FUNDS	(254,159)	(210,316)
CHANGE IN NET ASSETS	$1,027,389	$153,282

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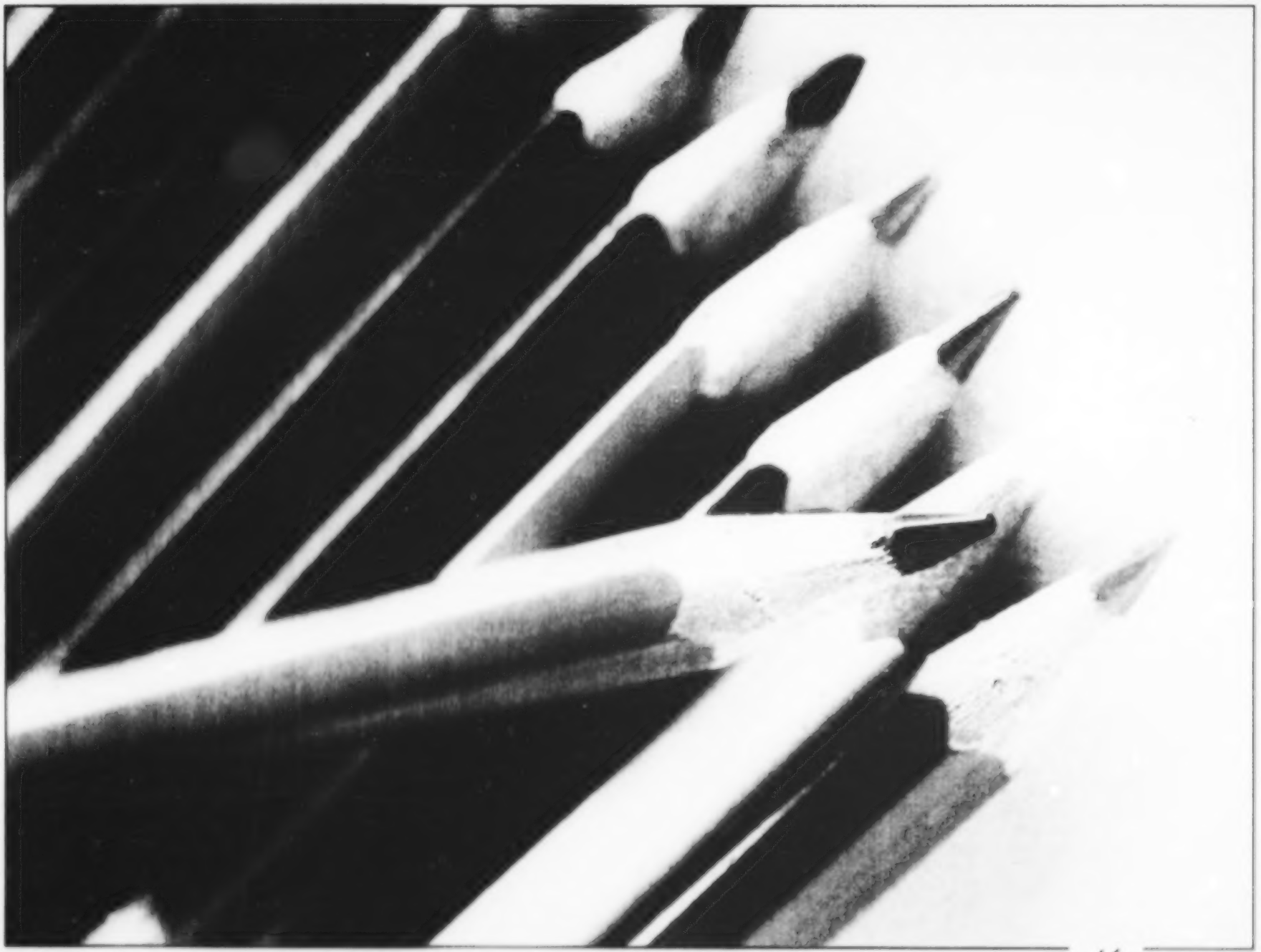

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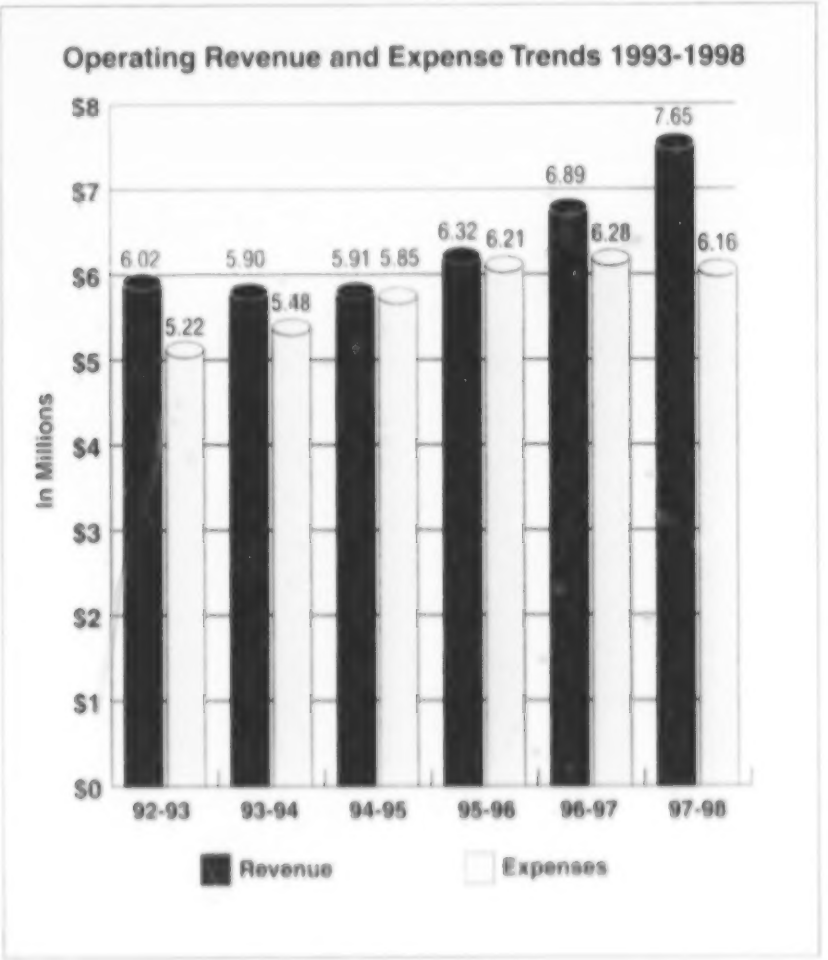

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FACULTY & STAFF (1998-99 Executive Board)

Martha C. Hill, President
Madison, West Virginia
Phyllis M. Griffith, President-elect
Columbus, Ohio
Marilyn Hurt, Vice President
La Crosse, Wisconsin
Melissa Lyon Mabry, Secretary
Homer, Georgia
Danny Seymour, Treasurer
Pittsburgh, Pennsylvania

SECTION CHAIRS
Shelly G. Terry, State Agency
Columbia, Maryland
Paul Harvey Schmid, Major City Directors & Supervisors
Philadelphia, Pennsylvania
Katie Wilson, District Directors & Supervisors
West Salem, Wisconsin
Debbie Daniel, Single Unit Personnel
Baton Rouge, Louisiana
Deborah Carr, College Personnel
Hattiesburg, Mississippi

REGIONAL DIRECTORS
Ronna Metzger, Mideast
Huber Heights, Ohio
Mary Begalle, Midwest
St. Paul, Minnesota
Becke Bounds, Southeast
Purvis, Mississippi
Dora Rivas, Southwest
Brownsville, Texas
Joanne Kinsey, Northeast
Nashua, New Hampshire

REGIONAL DIRECTORS
Mary Higashi, Northwest
Beaverton, Oregon
Geri Dee, West
City of Industry, California

INDUSTRY REPRESENTATIVE
Nancy Goeckel
Green Bay, Wisconsin

EXECUTIVE DIRECTOR
Barbara S. Borschow
Alexandria, Virginia

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1998-99 Standing Committee Chairs

NOMINATING COMMITTEE
Ronna Metzger
Huber Heights City Schools
Huber Heights, Ohio

PUBLIC POLICY AND LEGISLATIVE COMMITTEE
Gaye Lynn MacDonald
Bellingham Public Schools
Bellingham, Washington

EDUCATION COMMITTEE
Kathy Graftgaard
Dept. of Public Instruction
Bismarck, North Dakota

NUTRITION COMMITTEE
Mary Browning
Fayette County Public Schools
Lexington, Kentucky

RESOLUTIONS AND BYLAWS COMMITTEE
Karen Anne Johnson
Yuma School District #1
Yuma, Arizona

MEMBER SERVICES COMMITTEE
Kathleen Gindlesperger
Paradise Valley School District
Phoenix, Arizona

RESEARCH COMMITTEE
Fred DeMicco
Penn State University
University Park, Pennsylvania

INDUSTRY ADVISORY BOARD
Cynthia Parker
Basic American Foods
Walnut Creek, California

MARKETING ADVISORY BOARD
Stacy Sagowitz
Food Sales West
Costa Mesa, California

1998-1999 FOUNDATION PRESIDENT
Melinda S. Turner
Owsley County Schools
Booneville, Kentucky

Team Spirit

ASFSA
The Voice of Child Nutrition

Celebrate
healthy successes

SCHOOL FOODSERVICE & NUTRITION

Palcon

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ANC Denver '99

The ASFSA Connection

SFNS

ASFSA Certification

TAN
Technical Assistance Network

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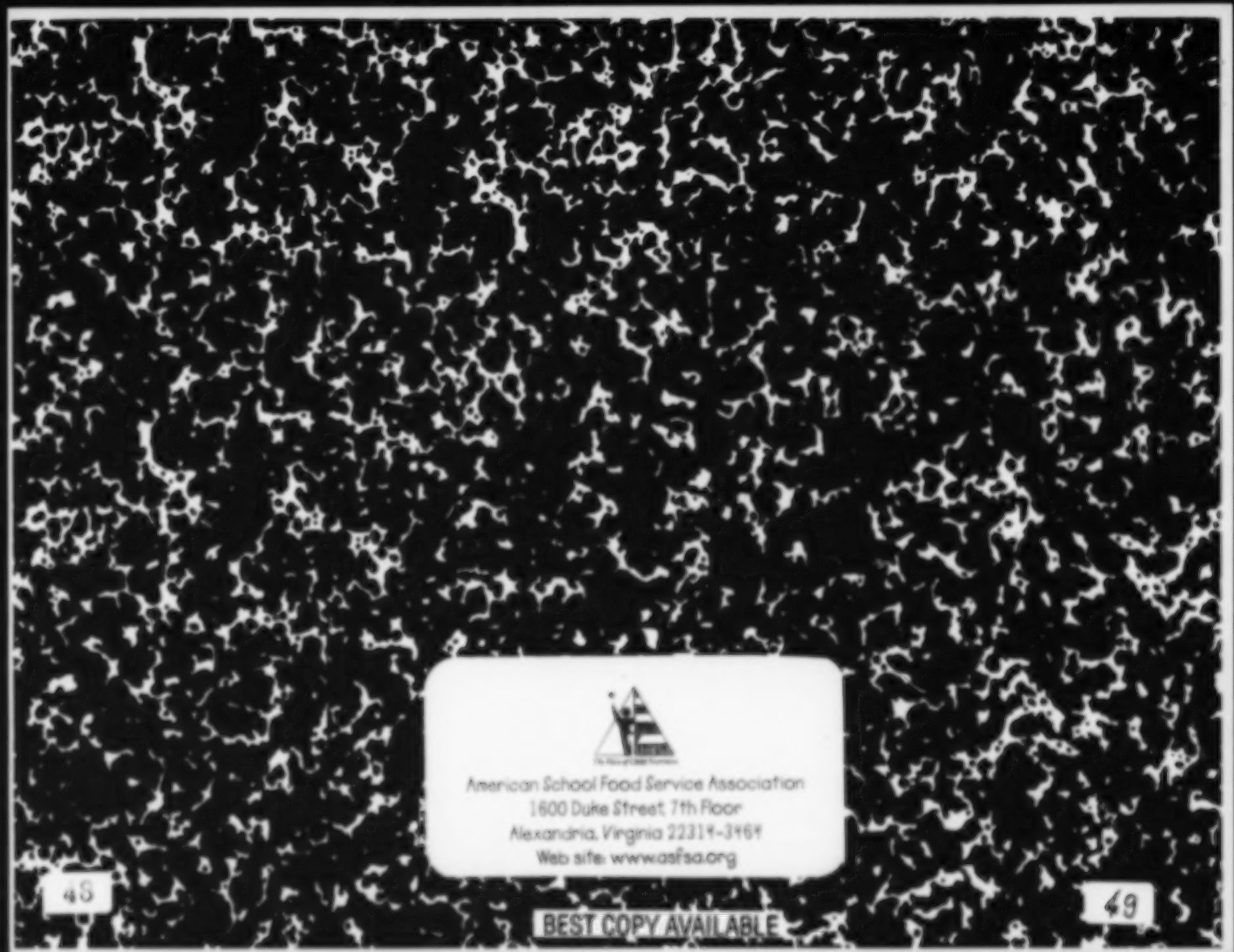

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